

# RESPONSE

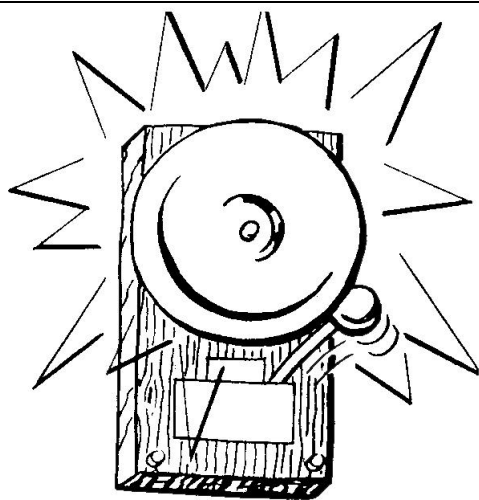
## UNIT 5



# Stages of Response

In the previous unit on operations planning, you learned how to plan for an emergency. The true test of the plan is how the community actually responds in time of emergency. In this unit, you will learn the basic stages of response that you go through in response to an emergency. You will also learn the basic elements in getting the EOC operational and how to process the information which comes in and goes out. Finally, you will learn how to do a damage assessment to determine whether you should apply for federal and state aid.

There are five basic stages of response to an emergency or disaster. The stages are: NOTIFICATION/WARNING, IMMEDIATE PUBLIC SAFETY, PROPERTY SECURITY, PUBLIC WELFARE, and RESTORATION. The length of each stage depends upon the emergency situation. For example, the notification/warning stage for a hurricane may be several hours, whereas the



**Figure 5-1: The response phase of emergency management begins with the notification warning readiness stage.**

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notification stage for an explosion may be a matter of minutes, perhaps only seconds. Each stage depends on efforts in earlier stages. The extent to which evacuation assures immediate public safety greatly influences your - later tasks in providing public welfare.

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## Notification/Warning

Notification/warning is the first stage. How long it lasts depends upon the type of emergency or disaster. In this stage, two specific groups must be notified:

- The general public; and,
- Departments, individuals, or agencies who must respond to the emergency.

In most emergency situations, the general public can be informed through radio and television; however, those in the immediate danger area should be informed by a more direct means such as loudspeakers or sirens.

Those departments, individuals, or agencies which must be alerted should be informed according to the emergency preparedness plan. The alert could be done by two-way radio, telephone, messenger, or local television and radio bulletins. The people who are expected to respond must be given enough information so that they know what to do. For example, all off-duty or volunteer firemen may be instructed to report to their respective fire houses.

### Immediate Public Safety

Immediate public safety deals primarily with providing emergency medical services, search and rescue, and evacuation from the disaster area. The public safety stage is people oriented. The primary concern is for safety of the people and treatment of those who may be injured.

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### Property Security

Property security is property-oriented. This stage deals primarily with the protection of property in the community. The actions in this stage are carried out primarily by local police and fire departments. The police see that property is secure and looting or vandalism do not occur. The fire department aids in prevention of further damage to surrounding property. The local department of public works may also play an important part by providing manpower and equipment to board up windows, remove debris, or provide street barricades.

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### Public Welfare

Public welfare consists of two main operations: caring for the people after the emergency and assessing damage. This stage is where you would most likely work closely with service agencies, such as the Red Cross and Salvation Army. During the public welfare stage you must be concerned about mass care for injured, shelter for the homeless, food and clothing for those in need. During this stage you must also be prepared to assess the damage and prepare the

necessary reports to obtain state or federal aid.

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**Figure 5-2: The last stage of response is RESTORATION, where basic life returns to normal.**

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### Restoration

Restoration involves actions that repair the necessities of life. This means restoring utility service, radiological decontamination, and the removal of debris from the disaster scene. Businesses not severely damaged in the disaster will reopen. During this stage,

the first outside assistance provided by a county, state, or federal government is used. Nothing is as good as new during restoration, but people begin to see that life can return to normal at a later date.

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### **Overview**

These five stages are all part of the response effort. The degree to which each stage must be implemented depends on the type of emergency. For example, a major fire in an abandoned warehouse may never call for the implementation of a public welfare or restoration stage. However, a major fire in a high rise hotel or apartment complex with many injuries would require different action.

Do not get the idea that each of the five stages are distinct and occur independently of each other. They are interrelated and may occur simultaneously, depending upon the situation.

In the PREPAREDNESS unit, you learned that certain disasters or emergencies are more likely to occur in your community than others. You also learned that certain resources from your community resource list may be of use in certain emergencies but not in others. To show you how preparedness planning is linked to response, the worksheet on the following page will help you to practice identifying the resources needed for an emergency.

After you have completed the worksheet, check it to make sure you have not omitted an important resource. Complete a worksheet for all high priority emergencies which may occur in the community.

## THINGS TO DO

*Complete a copy of this worksheet for one of the high priority hazards in your community. The worksheet will help you begin to develop an EMERGENCY CONTACT LIST keyed to the five stages of response.*

*First, select an emergency and note it in the space provided. Then, list the kinds of resources you may need to call on in each of the stages. Finally, turn to your resource inventory and identify who or what agency will provide those resources.*

*If you do not have an up-to-date resource inventory, put down the names of people or agencies where you think you might be able to obtain the resources. In the future, you will have to check with them and work out an agreement for the emergency use of the resources.*

*Completing a chart for each priority hazard will give you a good idea where you need to focus on obtaining resources in an emergency.*

**Emergency Resource Contact List for \_\_\_\_\_**  
**(Type of emergency)**

Stage Of Readiness	Source	Telephone
Notification/Warning Resources		
_____	_____	_____
_____	_____	_____
Immediate Public Safety Resources		
_____	_____	_____
_____	_____	_____
Property Security Resources		
_____	_____	_____
_____	_____	_____
Public Welfare Resources		
_____	_____	_____
_____	_____	_____
Restoration Resources		
_____	_____	_____
_____	_____	_____

# How Well Have You Learned?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of Unit 5 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 5-7.

1. List the five basic stages of response to an emergency or disaster and identify the purpose of each stage.

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**CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

1. Notification/Warning—To alert the general public and persons designated to respond.....5-2

Immediate Public Safety—To provide for the safety of people and aid the injured .....5-3

Property Security—To provide protection for public and private property .....5-3

Public Welfare—To provide care for people injured or dislocated and assess damage .....5-3

Restoration—To bring the necessities of life back to normal.....5-4

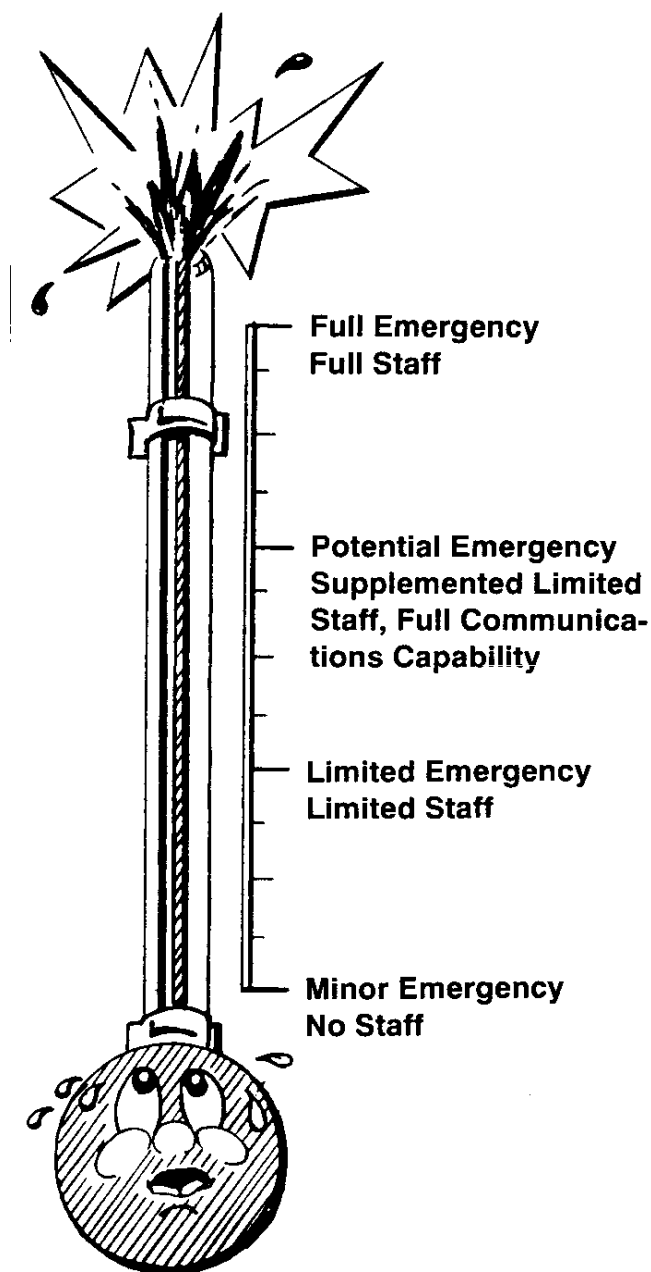
For any part of the question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.

## Using The Emergency Operations Center

The emergency operations center (EOC) is where you control operations in case of a disaster. As such, you must be very careful in planning for its operation as well as making sure the center functions smoothly and efficiently once in operation.

Earlier you learned the importance of having a well-equipped EOC capable of providing for continued operations throughout major disasters and emergencies. The EOC is brought into operation during the response phase of emergency management. How it is made operational and how the response phase is controlled will determine how successful you will be in implementing the preparedness plan and the type of results you will achieve.

Your first task in any emergency is to quickly survey the situation to determine if it is of such size or severity that the emergency operations center should be made operational. A federally funded EOC has a permanent staff for day-to-day operations. In other cases, unless the EOC is in a shared position with an existing government agency, such as the communications center of the fire department, it may not be staffed on a regular basis. Staffing the EOC may mean as little as moving people out of their offices and down the hall to the operations center. Or it may be as difficult as bringing in people from all over town. When activating your EOC, you will want to gauge your staffing level by the scale



**Figure 5-3: The EOC can be staffed for widely varying levels of emergencies.**



of the emergency. There are four classifications which can be used to help determine the EOC operational status.

**MINOR EMERGENCIES.** Minor emergencies are those which are handled on a regular day-to-day basis by local police and fire departments. Under certain conditions, such as a snow storm, other departments such as public works may also be involved. The EOC is usually not activated beyond routine staff levels for minor emergencies.

**LIMITED EMERGENCIES.** A limited emergency requires a limited staff for the emergency operations center. Only those functions of the EOC which are necessary to cope with the limited emergency are operational. This condition also can be defined as partial mobilization.

Limited emergency situations fall into two major categories. The first is an advance readiness for what may become a full emergency at a later time. For example, during a hurricane or tornado watch or warning, your plan may call for the activation of a limited staff at the EOC to monitor conditions.

The second category is when a minor emergency goes beyond the conditions which can be handled by the day-to-day operations of the local government. For example, suppose a small fire suddenly becomes a major fire in an apartment complex. Your plan may call for the activation of the EOC on a limited basis to help with mass care, shelter, and the protection of property.

**POTENTIAL DISASTER.** A potential disaster is one step beyond a limited emergency. Under these conditions, the

limited staff should be supplemented to more closely monitor the situation. During this stage, most of the communication links of the EOC are tested and made operational. For example, when a hurricane is several hundred miles offshore and the direction uncertain, the EOC may be in the limited emergency stage. If actual warning is given that it may strike your area, the potential disaster stage is reached.

**FULL EMERGENCY.** A full emergency requires total mobilization of the entire staff. Go back to the hurricane example again. By the time the winds are beginning to be felt in your community, the EOC should be on full emergency status with all staff there.

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### **Making the EOC Operational**

You should develop a sequence of steps to follow in order to make your EOC fully operational. Of course, they will vary depending upon the type of emergency situation. Here are some of the items to consider in making your list.

- 1. Alert the EOC personnel.** The alerting process should be clearly stated in your emergency plan as a standard operating procedure (SOP). It may be a chain of calls where one person calls another on the alert roster. If one person cannot be reached, alternate names would be provided to make sure that the EOC is fully staffed. Your alert roster for your EOC should be updated semiannually. If you live in a large jurisdiction, perhaps some type of electronic paging device can be used to alert the proper personnel.

**2. Activate the communications equipment and support facilities.**

Unless your EOC is in operation on a day-to-day basis, your communications equipment will have to be activated and tested.; Activating the support facilities may mean anything from starting an emergency power generator to plugging in the coffee pot.

**3. Initiate the message flow system.**

The message flow system is simply a method of recording messages as they arrive so that they are documented and action can be taken. Usually incoming messages are all routed through a single person, probably an operations officer, who then assigns the responsibility to act on the message to someone within the EOC.

**4. Ready the appropriate logs, maps, and status charts for the operations board.**

It is vital that you maintain a log of events in your EOC. Also, you definitely need maps of your local community. As you learned earlier in another unit, you must be prepared. Don't wait until an emergency occurs and then start to scurry around to find a map to aid you in the response effort.

**5. Prepare a shift schedule.** If the EOC is to be in operation for any length of time, make sure you schedule the personnel in the EOC so that they are not on duty continuously. Schedule time on and off duty as well as relief breaks. Operations often get very intense, and you do not want fatigue to set in among key personnel on your staff.

Shift Schedule		
	Person A	Person B
ON DUTY	8:00-10:00	8:00-9:30
BREAK	10:00-10:30	9:30-10:00
ON DUTY	10:30-12:30	10:00-12:00
BREAK	12:30-1:00	12:00-12:30
ON DUTY	1:00-3:00	12:30-2:30
BREAK	3:00-3:30	2:30-3:00
ON DUTY	3:30-5:00	3:00-5:00
OFF DUTY	5:00	5:00

**Figure 5-4: Sample shift schedule for an operations office and subordinate. Note breaks are staggered.**

**6. Announce briefing schedules.**

You will learn more about keeping the public and your staff informed later in this unit. However, it is important to set up a briefing schedule as soon as the EOC is put into operation. Staff should be briefed when shifts change and at other times of major decisions or events. The local news media also need a briefing schedule so that they know when to expect a report from the center. A briefing schedule also will help keep the media from interfering with the operations of the EOC.

**7. Provide the necessities.** If you know the EOC will be in operation for some time, make sure the center has the appropriate food, clothing, and housekeeping supplies.



**Figure 5-5: The staff will require all basic necessities during an emergency operation .**

HILLSIDE VILLAGE EMERGENCY OPERATIONS CENTER Visitors and Staff Please Sign In and Out				
Date	Time In	Time out	Person's name	Section

**Figure 5-6: Typical sign-in sheet for an EOC. By looking at the sheet, you can tell at a glance who is in the EOC.**

### Controlling Access to the EOC

In order to carry out an effective response to an emergency or disaster, you must be able to run the EOC with minimum interference from those who are not part of the emergency management effort. The best way to do this is to have controlled access to the EOC. As soon as the EOC goes into emergency status, some type of check-in procedure should be established. The EOC should have a receptionist or guard. Each member of the staff of the EOC should have earlier been provided with some type of identification so that the receptionist has no difficulty in determining if the person is to be admitted or not. You may wish to have a different set of credentials for those who have direct access at any time and those who have only limited access.

You may also wish to set up some type of sign-in procedure, so you can tell at any

time who is in the EOC. Figure 5-6 suggests one format for a sign-in sheet.

As you learned earlier, it is best to have the members of the press or news media out of the way of the staff so that they do not interfere with operations. Ideally, a separate room for the media should be provided. If you have no separate facility for the media, you may wish to designate a restricted area within the EOC in which they must stay. Some type of identification badge should be issued so that the members of the media can be identified when near the EOC.

It is wise to meet with the local news people when setting up your operational plan for the EOC and decide just who has access to the EOC and press briefings. If a briefing area is available in another location outside your EOC, you should use it. If you have to use the EOC and it is small, with limited briefing space, you

may wish to limit the number of reporters. In such cases, you may explain the problem to the news people and explain that only x-number will be allowed into briefings, and they should decide upon how, they will, be represented. Always keep in mind that the news media are a vital link in keeping the public informed, and you should do your best to keep them informed as to what is happening.

**THINGS TO DO**

*Write a standard operating procedure to bring your EOC up to emergency conditions. You may wish to identify specific people to be notified, and create a set of credentials which will allow them access to the EOC. If you already have an SOP, compare it with the suggestions offered above and make modifications if needed.*

# How Well Have You Learned?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of Unit 5 facts, Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 5-14.

1. List the four levels of emergencies during which the EOC may be staffed to varying degrees.

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2. List seven activities you should consider when making a procedure for activating your EOC.

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3. Keeping people informed of emergency conditions while running the emergency operations in the EOC requires a careful balance between controlling information and free access for the media and the public. What procedures and facilities are useful for informing those necessary without disrupting operations?

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**CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

- 1. Minor Emergency  
Limited Emergency  
Potential Disaster  
Full Emergency .....5-9
  
- 2. Alert the EOC personnel.  
Activate the communications equipment and support facilities  
Initiate the message flow system  
Ready the appropriate logs, maps, and status charts  
Prepare a shift schedule  
Provide the necessities  
Announce briefing schedules.....5-9 and 5-10
  
- 3. To balance the public's right to know with the requirements  
and duties of emergency operations, you should have a  
designated public information officer and a room or location  
for regular briefings for the media. If media are allowed in the  
EOC, they should be properly identified .....5-11 and 5-12

For any part of the question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.

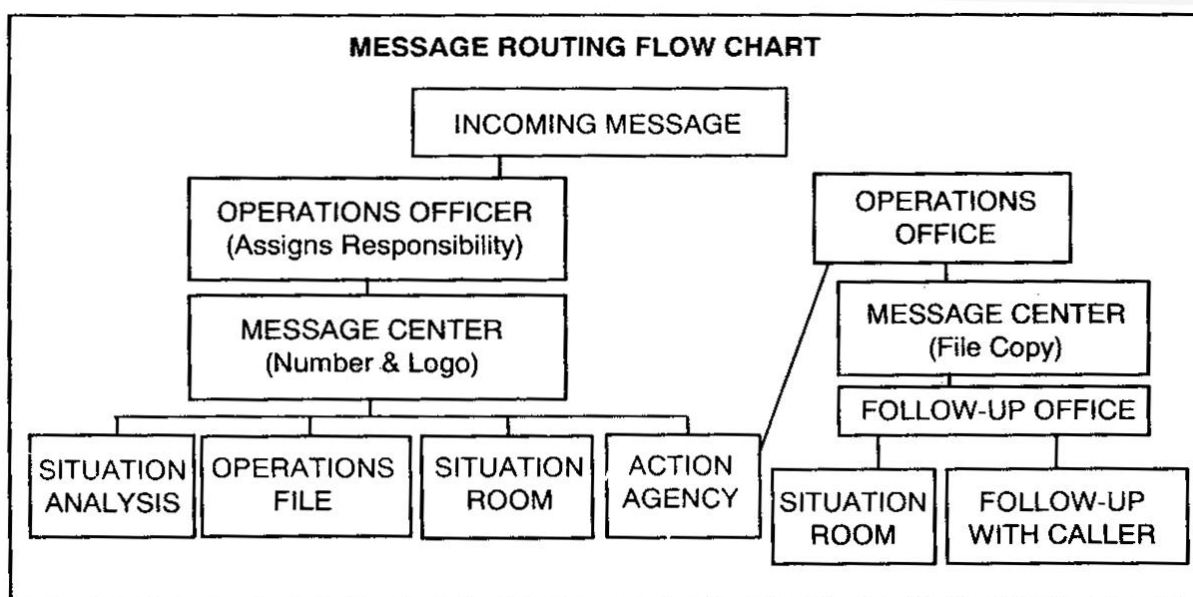
## Information in the EOC

*INFORMATION PROCESSING* refers to the method by which information goes into and out of the EOC as well as how it is passed along inside the EOC when it is operational. Information processing is one of the keys to the success of any response effort. How well you perform will depend upon how well you can respond to the information you receive.

Once the staff arrives at the EOC, there should be no question as to what they should do. Each staff member should have a personal copy of the EOC standard operating procedures. EOC personnel should be briefed on the situation as soon as possible. This can be done through the use of a quickly prepared handout which is given to them as they sign in or through a general briefing. Briefings should be held on a

regular basis to make sure everyone in the EOC is kept abreast of the changes in the situation.

As you learned earlier in this unit, all incoming messages should be written down and then funneled through an operations officer to those in the EOC who are responsible to take action. Figure 5-7 shows a flow chart which could be used for message flow in the EOC. Note that the operations officer should also be aware of the actions taken. You should use some type of preprinted form for incoming and outgoing messages. A typical form is shown in Figure 5-8. Written information is important for it documents the actions taken during the response phase. You may have to refer to this documentation later for verification of events.



**Figure 5-7: Message Routing Flow Chart with action on left , records on right.**

MESSAGE RECORD			
INCOMING _____	TELEPHONE _____		
	TTY _____		
OUTGOING _____	RADIO _____		
	OTHER _____		
TO: _____			
(name)	(position)	(agency)	
FROM: _____			
(name)	(official position)		
(location)		(county)	
(business telephone)		(residence telephone)	
MESSAGE: _____			
_____			
_____			
_____			
_____			
ACTION _____			
NOTES: _____			
_____			
_____			
SENT/RECEIVED BY: _____		TIME AND DATE: _____	

**Figure 5-8: Sample message recording sheet for incoming and outgoing calls.**

The use of a standard form will make certain that the information is complete and readily available. The form should be an easily recognizable document and contain space for the members of the staff to take notes. Nothing is more frustrating to the staff of an EOC than to have tiny slips of various sizes and no specific format passed around during an emergency and have to act as a result of such often confusing information.

As an emergency program manager, it is your job to see that the EOC functions smoothly. Maps, charts, and a chalkboard should have been set up to keep the staff informed of what is happening. An update chart or status board at the entrance to the EOC is a good idea. It informs newly arriving staff of the situation as well as providing a central place for the staff to brief themselves.

### Computers as EOC tools

No tool of emergency operations since the advent of radio communications has had such an impact as the computer. The storage of huge quantities of information, the rapid retrieval of information and the display capabilities of the computer combine to greatly alter the way an Emergency Operating Center functions. All of the tasks discussed above are improved with an emergency management computer system.

Let's take an example of the EOC that operates with a computer network Communications operators directly enter messages into the computer, tagging them for action by specific agencies or individuals. The action tag is a blinking red marker that can be turned off only when action is taken. A glance at a large projection screen showing the EOC Event



Log makes it clear to everyone what actions are still outstanding and what unmet needs exist.

Some people on the EOC information network are managing resources while others are tracking the status of shelters. When a message comes in asking for pumps to support the response operations, the resource manager can type the word pump and have a list of all pumps that are available displayed in seconds. In some systems, this display of pumps can be shown on computer-generated maps with markers showing the location of all pumps. When a pump is deployed, its unavailability is noted instantly on the screen.

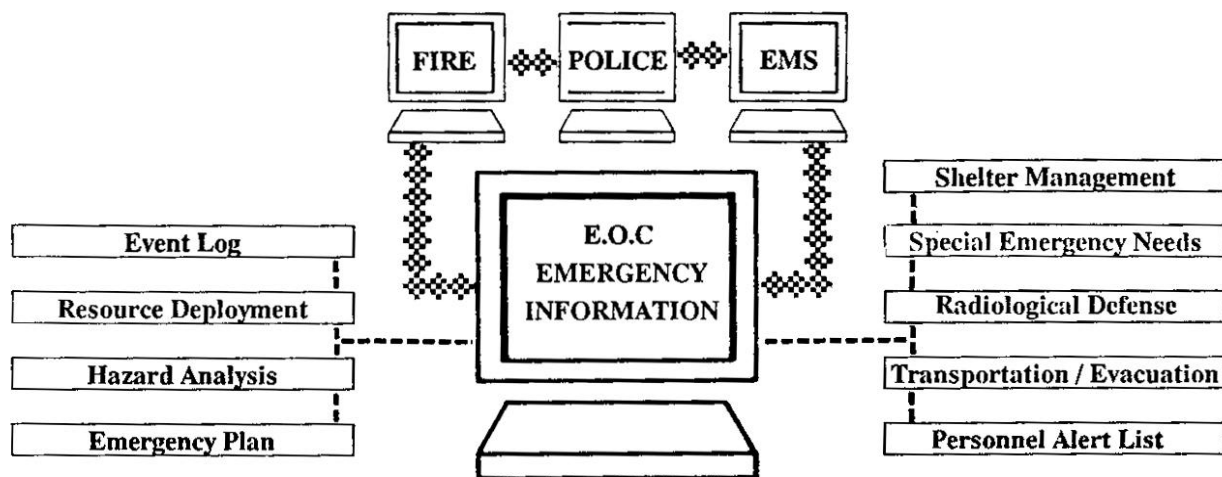
Similarly, questions about shelter status are quickly answered. The computer allows the EOC operator to display all open shelters. Each time more occupants

arrive, the available shelter spaces are easily reduced. The jurisdiction-wide list of shelters and their occupancy rates are easily shown by the computer.

Computer-aided EOC operations are a capability of the present. Commercially available emergency information software or database management programs that you develop yourself are changing the way EOCs function. Your state emergency management office should be able to recommend approaches to improve EOC information management.

### THINGS TO DO

*Check to make sure you have up-to-date maps for the community. Often the maps in an EOC are out-of-date because a new road has been put in or a subdivision started. Check your maps with the local fire or police department. Theirs are usually current with the state of the community.*



**Figure 5-9: Information management in an EOC is greatly improved with computers.**

## Informing the Public

The public must be kept informed during an emergency or the response of citizens may be unpredictable.

There are two principal methods, of informing the public. The first is to provide some type of personal contact at the site of the emergency or disaster. Personal contact could be a door-to-door search by members of the police or fire department or the use of loudspeakers. This type of contact may be necessary if an area must be evacuated. For example, if a railroad tankcar containing hazardous materials overturns, it may be necessary to evacuate the area surrounding the derailment. In such cases you cannot rely on the news media, especially since it must be done quickly.

The local news media is your second method of informing the public. You will not want to keep any major emergency or disaster a secret, so use the media to your advantage. During an emergency, the news people crave information. As the emergency program manager, either you, your information officer, or your chief executive will have to face them. If you ignore them, they will gather the information from private sources, and report it often as fact. Keep the local news media informed.

The information the news media needs is who, what, when, where, why, and what next. Prepared press releases are good ways to cover these essential facts. The reporters will probably want briefings with officials of the government. This approach can be very useful in getting attention, but you must insure the officials are well informed.

### PRESS RELEASE

Time: 12:35

Who: AMTRAK

What: Passenger train derailment - 12 cars

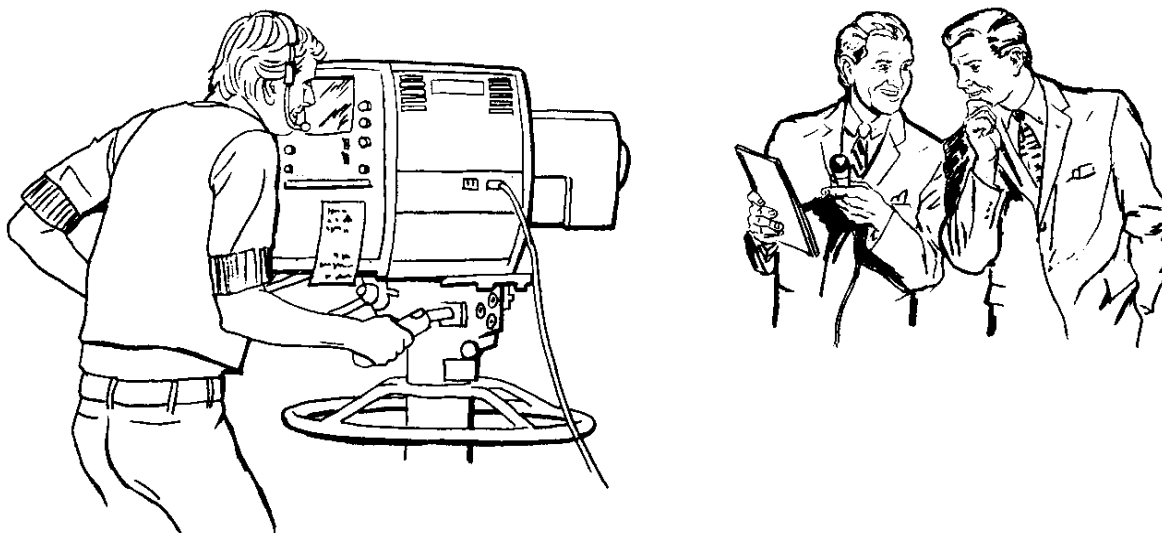
When: 12:23 P.M.

Where: Route 202 crossing, Dodge County

Why: Unknown

What Next: Details are not available at this time.  
Next update at 12:45 in the briefing room of  
the EOC.

**Figure 5-10: An outline of facts you should present in a news release for an emergency which has just occurred.**



**Figure 5-11: The media are a vital part of your contact with the public.**

The necessary facts to present in an initial news release are illustrated in Figure 5-10. You will see that they are the facts. Nothing fancy. If you do not have details, do not be tempted to respond to questions that require details. But, be sure the reporters know that you are telling them every thing you know--and that you will keep them posted. Make sure they know when and where the next update will be given. That way, they are not constantly pressuring members of the EOC staff for additional information.

Don't bother to package human interest stories; the reporters will find their own. Also, don't expect only to communicate with the reporters through written bulletins. A news release contains only the essential information That is not enough for a good journalist. Be ready to meet the reporters at unscheduled meetings.

When you, your superior, or your information officer go before the reporters, be as factual as possible. Do not speculate on what could happen or what is going to happen. They will do all

the speculating for you. Present them with the basic facts, and answer their questions to the best of your ability. If you do not know the answer to a particular question, be honest. Tell them you don't know at this time, but will let them know as soon as the information is available or verified. Do not give out any information that has not been confirmed.

Remember, work with the news people throughout the year, not only during emergencies. You will need assistance in informing the public about your preparedness plan. The more you work with them on a regular basis, the better understanding of their operation and deadlines you will have. A good working relationship may help with useful exchanges of information during an emergency.

Also, the more respect they have for you from day-to-day operations, the less they will doubt your credibility during an emergency.

Finally, always remember that the news media have a job to do. There are conflicts and tensions built into your relationship with the news people, but they are professionals and are part of your emergency management partnership.

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## Rumor Control

Rumors are sometimes as dangerous as the emergency itself. The control of rumors is essential if the public is to remain calm. As an emergency program manager, there are several things you can do to control rumors. First, rumors must be controlled quickly. The quickest way to control them is to get the true facts, and then get the word out. As soon as you are aware of a rumor, either publicly verify it or release to the news media the facts which dispel the rumor. The local news media will be of great help in dispelling rumors. That's why it is so important to have a good working relationship with them. They may hold certain information about rumors until it is verified before releasing it to the public.

### THINGS TO DO

*Write a news release or emergency bulletin for a local newspaper, radio station, or television station. Take the bulletin to the station or paper and talk to them about the information it contains. Work with them to design a format which is acceptable for them to work with.*

*Make a list of the news media in your area. Get a list of the reporters who would be assigned to cover emergency situations or disasters in your area. Arrange a get-acquainted meeting with them.*

A useful technique is the establishment of a rumor control center. The public can be given a number to call for confirmation or refutation of information. It may even be useful to employ well-known community leaders to aid in rumor control. Certain individuals may appeal to a particular racial or ethnic group in the community. It may be necessary for such leaders to go on radio or television to inform their constituents of the facts involved.

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**Figure 5-12: Controlling rumors and misinformation requires the emergency program manager to limit the use of unverified information by providing the facts.**



### **Improving Public Emergency Response Through Public Affairs**

Responding to the media and the general public during and after an emergency is, of course, only part of the public affairs responsibilities for the emergency manager.

With a mission of helping to protect the citizens and the property of a community, the emergency manager who also fulfills public information responsibilities needs to become involved in pre-disaster public safety education. Awareness campaigns, sponsored by community groups, local government officials, and area business and industry, are perhaps the best way to spread the word on protective actions that citizens can take beforehand to help save their lives and their property if and when that disaster strikes.

Awareness campaigns can address those hazards that are of priority concern in your area, and they are a way of providing a public education vehicle for communities, a means of teaching and changing the behavior patterns of citizens in preparing for, responding to and recovering from any disaster or emergency that could strike the community.

Kits, handbooks, and other materials are available on nearly any emergency subject to implement a campaign, from hurricanes to tornadoes, from earthquake preparedness to nuclear power emergencies. For instance, the Federal Emergency Management Agency has handbooks and materials covering hurricanes, tornadoes, and winter storms and earthquake preparedness. The emergency manager can obtain these in order to interest community groups and

others in conducting a campaign. He or she could chair a committee, or convince someone—like an official from the mayor's office, a newspaper publisher, or a TV station manager -to take the lead. Involving the community leaders not only makes the job easier, but expands resources for getting the job done.

In addition to helping the citizens of the community, a well-planned, developed, executed and delivered public awareness campaign has other spin-off advantages. It expands the emergency manager's working relationship with the community and helps develop stronger alliances between the manager and the local media. It will also result in people knowing more about the emergency management organization and the services it has to offer. In addition, necessary emergency public information will be disseminated throughout the community, ready to use should a disaster strike.

Public awareness kits include information on how to conduct a campaign. Additionally, the FEMA handbooks provide you with inexpensive camera ready art all ready to print for brochures and fact sheets, plus radio interviews, topics, and TV suggestions. They also contain resource lists you can use to obtain materials or further help from other sources.

Awareness campaigns help the emergency manager grow within his or her community, but there are other public affairs functions that can be used to build a strong emergency program.

- Deliver speeches to local community groups.
- Develop personal relationships with the local media. Don't just call or mail public releases. Deliver them and meet the reporters who can tell the story.
- Hold open houses at the Emergency Operating Center where the community can visit and find out just what an emergency manager does.
- Offer to make presentations at local elementary and high schools. Reaching young minds is important, and often what is learned through these sessions can save a life later.
- Work with the local Scout leaders, to initiate work among both the Boy and Girl Scouts toward an emergency management badge.
- Invite the media to participate when exercises are conducted, either as a player or an evaluator. This will help local reporters and telecasters learn more about the importance of emergency management.

- Work with the Chamber of Commerce to distribute posters, set up exhibits, etc. during high hazard seasons.
- Cable networks have cablevision time for local public service. An emergency program, beamed in your area as a regular feature, can add to your community's safety knowledge and get more support for your programs.
- Call press conferences to announce initiatives and to comment on ongoing activities or progress of projects. Consider holding monthly breakfasts or coffees with the local media.

It is recognized that your priorities lie with the emergency management programs and plans. However, following through on a public affairs plan can assist in raising the level of knowledge on the importance of emergency management.

# How Well Have You Learned?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of these Unit 5 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 5-24.

1. What is the purpose of a message form?

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2. List the six types of information required by the press immediately following an emergency.

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3. What is the quickest way to handle rumors?

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4. In addition to dealing with the media during an emergency, the emergency manager's public information responsibilities include:

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**CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

1. To provide complete and ready information on the emergency.....5-16
2. Who, what, when, where, why, and what next.....5-18
3. Get out accurate facts using a credible spokesperson.....5-20
4. Pre-disaster public safety education .....5-21

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.



## Damage Assessment

Damage assessment is a key step in caring for the long term needs of the people in your community. Delayed assessments may cause hardship as well as erode confidence in the ability of the community to react in time of emergency.

Trained observers should be used to assess damage. You can use assessors from the municipal tax office or appraisers from banks, savings and loans, or real estate offices. Fire departments and insurance companies also sometimes have experienced damage assessors. The damage estimates will be more reliable if the estimators are familiar with conditions prior to the emergency.

One fact cannot be overemphasized—take pictures of the damage. Written documentation is important, but nothing tells more than a photograph.

### THINGS TO DO

*Make a list of the individuals in your area who are qualified to assess the damage done or the replacement value of property in your community. Contact your local tax office as well as local financial institutions.*

Make sure the people who are responsible for damage assessment know what to do. Their job is to assess the damage, and not to make statements to the media. Their work should be kept as confidential as possible. The media can be informed at official news briefings or through news releases. It is important that damage assessments be done quickly, for as you will learn, much

federal or state aid will. depend upon the assessment of damage.

Emergency program managers collect damage assessment information in many different ways. There are no easy guidebooks on how to do it. You will have the greatest success if you develop a system and stick to it. The system should fit your needs. It should be as simple as possible but have all the vital information.

The determining factor is how you are going to use the damage information. While you may use the damage assessment information to report to the news media, or help substantiate insurance claims, or make an annual report to your executive, the basic purpose of an assessment is to obtain assistance. Your damage assessment may even be the basis for a major Presidential Disaster declaration if that should be necessary.

Figure 5-14 lists several categories of information of value in a damage assessment. The first group of categories, A through I are the categories required for a major disaster request. The other categories will prove useful in obtaining other state and federal agency assistance. - Next to each category are the names of an appropriate local or county agency that could be responsible for doing that part of the damage assessment. As you develop a preparedness plan for damage assessment, contact each of these agencies to find out about their



**Figure 5-13: A good damage assessment is essential to obtain assistance.**

capabilities and determine how they can be used in emergency response.

Each of the federally required categories is briefly explained in the sections that follow.

**Category A: Debris Clearance** is the removal of damaged structures or objects from public roads and streets, public property, and private property. Money spent by local government on debris clearance (but not by individuals) is one indicator of local emergency efforts that should be included on an application for state or federal assistance.

**Category B: Protective Measures** are taken to prevent damage when the event is occurring. For example, sand bagging of a riverbank, evacuation, traffic control, and barricades. These measures may be taken to protect life and safety, property, and health. Again, this is an important

category to demonstrate local efforts at combating the emergency.

**Category C: Road Systems** include roads, streets, bridges, and culverts. You might break the damage assessment into state highways, county roads, and city or village roads if useful. The categories of damage might range from some damage requiring repair to complete washout or destruction.

**Category D: Water Control Facilities** include damages to dikes, levees, dams, drainage channels, irrigation works, and other facilities.

<b>Category of Damage Assessment</b>	<b>Sources of Information</b>
A. Debris Clearance	Surveyor, Engineer, Public Works
B. Protective Measures	Engineer, Law Enforcement Agency, Fire Department
C. Road Systems	County or City Engineer, Highway Department
D. Water Control Facilities	Public Works, Health Agency
E. Public Buildings and Equipment	Public Works, Building Commission
F. Public Utility Systems	Health Agency, Public Works, Sanitary Commission
G. Public Facilities Under Construction	Building Commission, Surveyor
H. Private Nonprofit Facilities	Health Agency, Public Works, School Superintendent
I. Parks, Recreation, Other	Recreation Commission
Private or Individual Dwellings	County and City Assessors
Businesses	County and City Assessors
Agricultural Damages	County Agent, County Emergency Board
Individual Assistance	Red Cross, Public Health, Public Welfare
Political Jurisdiction's Financial Effort	Auditor, Treasurer

**Figure 5-14: Categories of damage assessment information and likely sources of information**

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**Category E: Public Buildings And Equipment** should include the number and cost of buildings, supplies and/or inventory, and vehicles or equipment that were damaged or destroyed.

**Category F: Public Utility Systems** in your political jurisdiction that sustain damage could include the water system, sanitary sewer, storm drains, light and power, and other utilities.

**Category G: Public Facilities Under Construction** should be listed in two categories. Both may be eligible for special disaster assistance. Therefore, your damage assessment should include any such damage.

**Category H: Private Nonprofit Facilities** may also be eligible for aid. They include educational, emergency, medical, and custodial facilities. This category does not include churches or places used exclusively for worship.

**Category I: Park, Recreational, And Other Facilities** should include damage to parks, sports fields, community centers, etc.

The following additional categories will be useful for obtaining assistance from federal agencies and state programs.

PRIVATE OR INDIVIDUAL DWELLINGS are homes destroyed or damaged- Water damage on the interior or wind damage to shingles, windows, or siding are examples. Mobile homes should be included in this category as a separate entry. For obtaining federal disaster aid, it will be helpful to know how many homes were insured (including regular insurance and the National Flood Insurance Program, if appropriate).

BUSINESSES include buildings damaged or destroyed, inventory damaged, or equipment damaged or destroyed. You might consider recording the number of businesses covered by insurance, as above.

AGRICULTURAL DAMAGE should consist of partial and total damage to farm buildings, the number of livestock missing or destroyed and the number of acres of crops destroyed. The dollar value of losses should also be estimated and percent of loss covered by insurance included.

INDIVIDUAL ASSISTANCE pertains to the disaster victims and their requirements for temporary housing; food, shelter, and clothing; unemployment benefits; and food stamps. The local jurisdiction will use this information to determine the need for the Federal Individual and Family Grant Program of Public Law 93-288.

POLITICAL JURISDICTION FINANCIAL EFFORT is the final category. in requesting a Presidential disaster declaration, the Governor must indicate costs incurred by localities and the state in disaster operations. The record-keeping at the local level is the basis for this request. Some of these expenditures include total mileage, salaries paid above normal to government officials, and overtime.

# How Well Have You Learned?

## SELF TEST REVIEW

Answer the following questions to test your knowledge of these Unit 5 facts. Read each question carefully, then write in the answer that you think is correct. Answers can be found on page 5-30.

1. What are four uses of damage assessment information?

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2. List five of the nine types of damage assessment information required by the federal government on a disaster application.

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**CORRECT ANSWERS TO SELF TEST REVIEW ..... Review Pages**

- 1. Report to press; help substantiate insurance claims; make annual report to executive; basis for requesting Presidential Disaster Declaration .....5-25
  
- 2. Debris clearance; protective measures; road systems; water control facilities; public buildings and equipment; public utility systems; public facilities under construction; private nonprofit facilities; park, recreational, and other facilities ..... 5-26 thru 5-28

For every question that you answered incorrectly, review the pages listed above next to the answer to find out why your answer was incorrect.